

Training

Combat Training Center Program

**Headquarters
Department of the Army
Washington, DC
24 January 2003**

UNCLASSIFIED

SUMMARY of CHANGE

AR 350-50

Combat Training Center Program

This revision--

- Expands the objective to include the Combat Training Center (CTC) Program mission; includes the mission statements of the four centers; updates the Army's training audience goals; and provides the focus and vision of the CTC Center Program (para 1-5).
- Redefines the CTC pillars concept for internal management (para 1-6).
- Updates Department of the Army agency support of the CTC Program (chap 2).
- Establishes standards and requirement for the Leader Training Program (para 1-6c(1), 2-13d(5) and 2-22f).
- Further defines use of the CTCs by other nations (para 3-1c).
- Provides the training strategy for the CTC Program (para 3-2).
- Updates the CTC Program executive management and provides reference to the Training and Leader Development General Officer Steering Committee (para 3-3).
- Further defines development of the CTC master plan (para 3-4).
- Further defines the CTC scheduling process (para 3-5).
- Further defines the Battle Command Training Program, to include Operations Group D (para 3-6).
- Adds management control provisions (app B).

Effective 24 February 2003

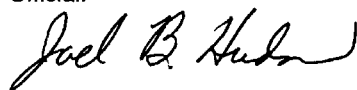
Training

Combat Training Center Program

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:



JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

History. This publication is a major revision.

Summary. This regulation establishes policy, procedures, and responsibilities for Army-wide management of the Combat Training Center Program.

Applicability. This regulation applies to the Active Army, the Army National

Guard of the United States, and the U.S. Army Reserve.

Proponent and exception authority.

The proponent of this regulation is the Deputy Chief of Staff, G–3. The Deputy Chief of Staff, G–3, has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. The Deputy Chief of Staff, G–3, may delegate this approval authority, in writing, to a division chief within the proponent agency, in the grade of colonel or the civilian equivalent.

Army management control process.

This regulation contains management control provisions and identifies key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without approval from Headquarters, Department of the Army, Deputy Chief of Staff, G–3, ATTN: DAMO–TRC, 400

Army Pentagon, Washington DC 20310–0400.

Suggested improvements. Users are invited to send comments using the new electronic version of DA Form 2028 (Recommended Changes to Publications and Blank Forms), available via the Deputy Chief of Staff, G–4, Publications Management System, at <http://usapa.army.mil>. As an alternative, users may send comments and suggested improvements on DA Form 2028 directly to the Department of the Army, Deputy Chief of Staff, G–3, ATTN: DAMO–TRC, 400 Army Pentagon, Washington, DC 20310–0400.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard of the United States, and the U.S. Army Reserve.

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Glossary

Chapter 1 Introduction

1–1. Purpose

This regulation describes the objectives and concept of operations and establishes and prescribes Headquarters, Department of the Army (HQDA), responsibilities, policies, and planning guidance for the Combat Training Center (CTC) Program.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are defined in the glossary.

1–4. Responsibilities

Responsibilities are listed in chapter 2.

1–5. Objectives

a. Vision The CTC vision supports multidimensional training centers, in order to lever technology to prepare the best Army in the world for full-spectrum operations. It maintains the qualitative edge in warfighting, preserving the warrior ethos during a period of strategic transition. CTCs will support achievement of Joint Vision 2010, Army Vision, and Army Transformation goals by providing an operational environment, where a capabilities-based Army will train to achieve advanced, full-spectrum dominance throughout the operational and tactical levels of warfare against a freethinking, opportunities-based opposing force (OPFOR). CTC training will:

- (1) Focus on a wartime mission essential task list (METL) and combat operations.
- (2) Stress realistic, sustained, multiechelon, and fully integrated training for combat, combat support, and combat service support units.
- (3) Focus on performance-oriented training in a realistic tactical environment measured against established tasks, conditions, and standards.
- (4) Support achieving and sustaining leader development and warfighting readiness using a combination of live, virtual, and constructive simulations and simulators.
- (5) Validate training proficiency through live-fire exercises tailored to the operational environment, optimally from platoon to brigade level, based on CTC warfighting focus and capability.
- (6) Include instrumented urban operations training experience during the rotation.
- (7) Incorporate reception, staging, onward movement, and integration (RSOI) operations, regeneration, and deployment training.

b. Mission. The CTC Program will provide realistic joint and combined arms training, according to Army and joint doctrine, approximating actual combat. The CTC Program—

- (1) Provides commanders, staffs, and soldiers an operational experience focused on leader development.
- (2) Produces bold, innovative leaders through stressful tactical and operational exercises.
- (3) Increases unit readiness for deployment and warfighting.
- (4) Embeds doctrine throughout the Army.
- (5) Provides feedback to the Army and joint participants to improve warfighting.
- (6) Provides a data source for lessons learned to improve doctrine, training, leader development, organizations, materiel and soldiers (DTLOMS) to win in combat.

c. Rigor. During a CTC experience, commanders will fight with the equipment they would expect to take to war during their command tenure. In order to provide a realistic training environment, each CTC will:

- (1) Train to standard.
- (2) Conduct doctrinally based after action reviews (AARs) focused on performance, which enable soldiers and leaders to discover for themselves what happened, why it happened, and how to sustain strengths and improve weaknesses.
- (3) Stress all battlefield operating systems in decisive ground combat operations.
- (4) Provide a freethinking, opportunities-based, OPFOR with an equal chance to win.
- (5) Develop tactical scenarios where the outcome is not assured.
- (6) Ensure consequences of tactical decisions are fully played out.
- (7) Retrain to underscore the unit's adherence to standards and mastery of the task. (Retraining is not an indication of failure.)

d. The four primary combat training centers. The CTC Program comprises the Battle Command Training Program

(BCTP); Combat Maneuver Training Center (CMTC); Joint Readiness Training Center (JRTC); and the National Training Center (NTC). CMTC, JRTC, and NTC are collectively referred to as the maneuver CTCs (MCTCs).

(1) BCTP, located at Fort Leavenworth, KS, is the Army's capstone CTC. BCTP supports realistic, stressful training and leader development for Army Force/Army Service Component Commands (ARFOR/ASCC) and corps, division, and brigade commanders and their staffs to assist the Chief of Staff, United States Army (CSA), in fulfilling his obligation to provide trained and ready units to win decisively on the modern battlefield and to conduct contingency operations worldwide. BCTP conducts computer-assisted command post exercises at the mid-to-high intensity level of combat. The BCTP also provides a vital source of experience-based information and data essential to DTLOMS to improve the Army and supports contingency operations and deployed unit training.

(2) CMTC, in a forward deployed environment at Hohenfels, Germany, provides realistic joint and combined arms training focused on developing soldiers, leaders, and units for success on current and future battlefields. CMTC trains up to a task organized brigade combat team and selected division maneuver assets across the entire spectrum of conflict from high-intensity combat to stability and support operations. It also provides DTLOMS feedback to improve the Army.

(3) JRTC, at Fort Polk, LA, provides realistic joint and combined arms training focused on developing soldiers, leaders, and units of our nation's joint contingency forces for success on future battlefields. JRTC trains up to a task-organized brigade, selected division maneuver assets, special operations forces, and selected multiecheloned combat support and combat service support to conduct and rehearse combined arms operations across the spectrum of conflict from midintensity to stability and support operations. Training occurs under tough, realistic, combatlike conditions across a wide range of likely tactical operations and mission rehearsal exercises capable of full integration into higher level exercises and scenarios. It also provides DTLOMS feedback to improve the Army.

(4) NTC, at Fort Irwin, CA, provides realistic joint and combined arms training focused on developing soldiers, leaders, and units of America's Army for success on the 21st-century battlefield. The NTC trains up to a task-organized brigade and selected division maneuver assets to conduct and rehearse combined arms operations across the spectrum of conflict from high intensity combat to stability operations. It also provides DTLOMS feedback to improve the Army.

e. Centers of excellence. Each CTC will be a center of excellence with a specific warfighting focus across the spectrum of conflict. BCTP concentrates at the major theater war level. CMTC and NTC concentrate between the major theater war and small-scale contingency. JRTC concentrates at the small-scale contingency level. Each CTC will have a degree of full-spectrum capability commensurate with its primary focus on the spectrum of conflict. Training will not be less rigorous or realistic as the Army moves to a contemporary operational environment (COE). The degree or difficulty will be calibrated based on entry-level skills. OPFOR will have full-spectrum capabilities that can be adjusted to satisfy METL-linked training objectives and blue force (BLUFOR) training outcomes.

f. Goals for throughput. Active Army corps and division commanders will execute a BCTP exercise during their first year in command. Active Army maneuver brigade and battalion commanders will execute a maneuver CTC rotation as early as possible in their command tenure. Maneuver brigades in Korea will receive battle command and battle staff training (BCBST) every 2 years. The goal for Army National Guard enhanced separate brigades (eSB) is to have a maneuver CTC experience every 7 to 8 years, BCBST experience every 2 years, and BCTP experience at division level when preparing for operational commitments. Participation in joint exercises is not a substitute for a BCTP requirement unless approved by the CSA. Joint Strategic Capabilities Plan units receive priority for BCTP warfighters.

g. Aviation training. Divisional aviation assets will participate with scheduled MCTC rotations. Training for corps aviation assets will be expanded to encompass a CTC-like experience. In some instances this training may be directly linked to the CTC Program for scheduling reasons.

h. Deployment training. Deployment is a mission-essential task for Army units. It fulfills the Army's vision of full-spectrum strategic responsiveness. CTCs will examine ways to enhance deployment training. Maneuver CTCs will conduct a realistic RSOI phase. Deployment training may also include a viable OPFOR that attempts to disrupt the deployment operation. BCTP will emphasize command and staff mission analysis and course of action development associated with deploying forces. The focus will be the military decisionmaking process used to assure effective deployment of forces in the theater of operations.

i. Mission rehearsal exercise. The CTC Program does not fund mission rehearsal exercises and they are not a substitute for a CTC rotation.

j. Scope. Maneuver CTCs will maintain a brigade scope. The BCTP's scope will cover ARFOR/ASCC, corps, divisions, and eSB/2infantry division (ID) brigades. Additionally, the Army will explore training strategies to improve and extend the CTC experience, to include—

- (1) Scenarios, which support full-spectrum operations in a contemporary operational environment.
- (2) Interagency play in all division-level and above exercises.
- (3) Defining the role of intelligence in stability and support operations and allowing commanders to integrate the full range of intelligence, reconnaissance, and surveillance assets available now and in the future.
- (4) Integrating and enhancing the use of foreign languages at maneuver CTCs.
- (5) Incorporating OPFOR and BLUFOR space-based capabilities and information technology.

k. *Focus.* This regulation defines the CTC Program focus in terms of observer/controller (O/C) coverage. (See table 1–1.)

Table 1–1

CTC Program focus

CTC	BCTP	CMTC	JRTC	NTC
Focus	eSB, 2 ^d Infantry Division (2ID) brigades, division, corps to ARFOR/ASCC	Platoon/company to brigade	Squad to brigade	Platoon/company to brigade
Sponsoring major Army command (MACON)	U.S. Army Training and Doctrine Command (TRADOC)	U.S. Army, Europe (USAREUR)	U.S. Army Forces Command (FORSCOM)	FORSCOM

1–6. Concepts

a. *Concept of operations.* The CTCs design training to increase unit collective proficiency on the most realistic and challenging training battlefield available. This CTC environment maximizes benefits for the entire training unit. Within the construct of a COE, the CTC battlefield arrays the training unit against an OPFOR replicating a freethinking, opportunities-based threat in a doctrinally correct scenario. The battlefield is replicated and enhanced by a variety of simulations sufficient to meet training requirements. The CTC commander controls the elements of the training environment through exercise design, using the minimal control necessary to ensure unit-training objectives are met. The CTC commander also uses instrumentation to assist in exercise control and collect objective data on unit performance. The CTCs replicate higher and adjacent headquarters by a combination of the training unit, simulations, and permanently stationed organizations operating under control of the CTC commander. Combined arms subject-matter experts (SMEs) of the operations group assist the CTC commander in scenario development and exercise control and provide essential performance feedback to the training unit.

b. *The CTC Program pillars.* The CTC Program uses a pillar concept for internal management. (See table 1–2.)

(1) *Training unit.* Units undergoing CTC training are task organized for combat. Sponsoring MACOMs specify organizational troop lists for rotational units in respective MACOM regulations in accordance with paragraph 2–22 of this regulation. Organizational guidelines for training units are described in chapter 3. Department of the Army (DA) remains the final approval authority for all regulatory troop list changes that impact resourcing.

(2) *Operations group.* The operations groups, manned by highly dedicated and qualified O/Cs are the foundation of the CTC program. operations group O/C manning will be built around DCS, G–3, approved baseline troop list. O/Cs qualified to conduct an analysis of a unit and leaders’ performance while facilitating a meaningful AAR are the success of the CTCs. AARs make the US Army different from all other armies. AARs must reinforce Army doctrinal standards and leverage the learning opportunities presented by underscoring strengths and weaknesses demonstrated during the exercise. Operations groups allow brigade/battalion commanders to conduct one noninstrumented AAR during their rotation. Additionally, the operations group develops realistic scenarios for full-spectrum operations. Operations group headquarters that replicate higher divisional headquarters and the O/C teams will be modernized to operate with digital units and have communication capabilities to pass information unimpeded by a diminished frequency spectrum. It is imperative that these tactical experts spread their experiences across the Army. The Army must draw from these experiences to impact DTLOMS domains, aid in trend reversal, and infuse its schools with their knowledge. The BCTP operations groups include senior observers selected by the CSA to coach, teach, and mentor unit commanders and participate in the training process.

(3) *OPFOR.* The OPFOR must remain the best-trained adversarial force in the world and provide a relevant experience at all CTCs. The CTC OPFOR will provide the toughest, most challenging fight short of war for rotational units. To be credible, it must reflect a contemporary operational environment and be equipped to replicate threat capabilities, which units may face on modern battlefields. The OPFOR will be full-spectrum capable, opportunity based, and adaptive. It will employ asymmetric capabilities and will not be locked into a rigid application of an overly prescriptive doctrine. It will be a learning OPFOR and have modernized instrumentation, training aids, devices, simulators and simulations (ITADSS) that enhance training realism. To support full-spectrum operations, the CTC environment must include elements of future conflict not associated with past OPFORs. These elements include things such as: media play, nongovernmental organizations/private voluntary organization (nongovernmental organization/private voluntary organization), displaced civilians, terrorists, urban operations, guerilla warfare, weapons of mass destruction, information operations, and so forth.

(4) *ITADSS.* ITADSS are essential to achieve the goals of the CTC training strategy. The Army will achieve instrumentation commonality/interoperability across the MCTCs to save resources and support a standard AAR capability, enabling a fluid exchange of information and lessons learned. Live- fire and military operations on urbanized terrain will be instrumented. Simulations will support full-spectrum training requirements at all CTCs.

Tactical engagement simulation systems (TESS) will replicate the effects of future weapons systems, such as nonlinear of sight and link to the instrumentation system within a common training instrumentation architecture. The Army Battle Command and Control System will be accommodated in instrumentation, simulation, TESS, and AAR systems. Program managers will include CTC training requirements in their system fielding plans and life-cycle planning.

(5) *Facilities.* The infrastructure to support the day-to-day operations of the CTC and the training unit is vital to the center's success and must be resourced to support the CTC training mission. The buildings supporting day-to-day missions encompass instrumentation requirements, AAR and OPFOR facilities, multiple integrated laser engagement system warehouses, buildings supporting prepositioned fleets and their associated maintenance support buildings, logistics CSS facilities, and contractor support facilities are the responsibility of the garrison commander as part of the base operations/sustainment, restoration, and modernization mission funding. Buildings and land supporting the CTC mission training-and considered "in the maneuver box" encompassing urban operations sites, road and land maintenance, wash rack facilities, and any facility that directly impacts the rotating unit's training scenario-are the responsibility of the CTC mission and funding.

Table 1-2
CTC program pillars

Pillar/CTC	BCTP	CMTC	JRTC	NTC
Training unit	8 th U.S. Army (EUSA) FORSCOM USAREUR U.S. Army Pacific (USARPAC) U.S. Army Special Operations Command (USASOC) U.S. Army National Guard (ARNG)		FORSCOM USARPAC USASOC ARNG ARMY RESERVE	FORSCOM USARPAC USASOC ARNG ARMY RESERVE
Operations Group	TRADOC	USAREUR	TRADOC	TRADOC
OPFOR	TRADOC	USAREUR	FORSCOM	FORSCOM
ITADSS	TRADOC/Army Materiel Command (AMC)	TRADOC/AMC	TRADOC/AMC	TRADOC/AMC
FACILITIES	TRADOC	USAREUR	FORSCOM	FORSCOM

c. Leader development. Each CTC is primarily a leader development training ground. The primary focus of the CTC program is to train and develop flexible leaders able quickly to assess ambiguous situations, make decisions, and act on them.

(1) CTC leader training programs (LTPs) play an important role in this process. The LTP is an Army program that trains and develops leaders while being flexible enough to meet a rotational unit chain of command's training objectives. LTPs ensure doctrinal standardization. LTPs core characteristics are a combination of refresher classes, order drills, the military decisionmaking process, simulation driven exercises, AARs, and terrain walks, all tailored to the unit's needs and METL assessment.

(2) During a rotation, leaders will receive feedback on their leadership and its effect on battle outcomes, to leverage the environment for leader development purposes. One major end state of every training exercise will be leaders who possess a better understanding of what they need to focus on for self-development.

(3) The Project Warrior Program will leverage the expertise of O/Cs to support leader development and the formulation of doctrine. Highly qualified O/Cs, both officers and noncommissioned officers, will be selected for tours as small group instructors and doctrine writers, linking their valuable operational experiences to the schoolhouse.

(4) To support leader development, each CTC requires a robust, standardized data-collection capability for processing lessons learned, allowing the Army to draw meaningful conclusions from CTC training. MACOMs and proponents will develop integrated trends reversal programs using CTC-focused rotations to validate unit and proponent corrective actions across all DTLOMS domains to improve battlefield performance.

Chapter 2

Responsibilities

Section I

Department of the Army

2-1. Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

The Assistant Secretary of the Army (ASA(ALT)) will—

- a.* Manage research, development, test and evaluation (RDTE) and plan, program, and budget for the acquisition of CTC nonsystem ITADSS.
- b.* Ensure program executive officers/project managers (PEOs/PMs) plan, program, and budget appropriate levels of RDTE, procurement, and operations and maintenance, Army, dollars within their programs for development, acquisition, logistics support plan, and fielding of the system training package. Planning considerations include system and nonsystem ITADSS applications for CTC training and CTC instrumentation system interface.
- c.* Provide points of contact (POCs) to monitor CTC nonsystem ITADSS programs as part of the overall ITADSS program.
- d.* Direct the acquisition of DCS, G-3, approved directed requirements for CTC ITADSS that fulfills an urgent training need.

2-2. Program executive officers/project managers

System program executive officers/project managers (PEOs/PMs) will—

- a.* Review the application of system ITADSS to CTC training in all system concept formulation, development, growth, and funding and coordinate with TRADOC, FORSCOM, USAREUR, and AMC.
- b.* Ensure current fielding of CTC ITADSS with each new system.
- c.* Fund, develop, acquire, and field CTC training subsystem training materiel with the materiel system.
- d.* Program and budget funds to support changes to fielded ITADSS with CTC application resulting from changes or modification to the supported system.
- e.* Provide funding to AMC for the performance of system CTC ITADSS concept formulation efforts.
- f.* Consider electromagnetic spectrum and other environmental impacts of the system at each CTC.
- g.* Provide system performance data and funding to AMC for development of system training performance data.
- h.* Ensure CTCs are included in digital system fielding plans.

2-3. Chief of Public Affairs

The Chief of Public Affairs will—

- a.* Serve as DA staff proponent for CTC public affairs training matters.
- b.* Establish training standards for CTC public affairs training.
- c.* Provide public affairs training development assistance to CTCs.

Section II

Heads of Headquarters, Department of the Army Elements

2-4. Department of the Deputy Chief of Staff, G-3

The Deputy Chief of Staff (DCS), G-3, will—

- a.* Be Headquarters, Department of the Army (HQDA), director of the CTC Program and the Army Staff (ARSTAF) focal point for all Army/joint service CTC actions.
- b.* Manage the CTC Program and approve CTC master plan. The CTC master plan complements this regulation by providing long-range planning guidance, program vision, scope, mission, and CTC initiatives. Ensure that CTC long-range resource plans are coordinated with the Army Planning, Programming, Budgeting, and Execution System (PPBES), including the Army Modernization Plan; Research, Development, and Acquisition Plan; Military Construction, Army Program; and Total Army Analysis. Include ARNG and U.S. Army Reserve requirements in the program objective memorandum (POM) process. Consider lead times required for completing CTC-related projects.
- c.* Establish program priorities and resource requirements for the CTCs.
- d.* Approve CTC concepts of operations.
- e.* Coordinate HQDA CTC information requirements.
- f.* Provide chair for CTC council of colonels (CoC) and CTC quarterly reviews (QRs).
- g.* Integrate combat, combat support, and combat service support (CSS) operations into all CTCs to train Army units for full-spectrum operations.
- h.* Take ARSTAF lead in staffing and coordinating CTC-unique ITADSS requirements documents that require HQDA or Department of Defense (DOD) approval. Integrate CTC Program requirements into the training mission area

(TMA) to ensure sufficient ITADSS and OPFOR modernization at the CTCs. Coordinates cross program evaluation group requirements.

- i.* Approve directed requirements for CTC-unique ITADSS and forward to ASA(ALT) for acquisition approval.
- j.* Approve regulatory troop list template changes in MACOM-specific CTC implementing regulations.
- k.* Authorize 100 percent of CTC operations groups personnel requirements.

2-5. Deputy Chief of Staff, G-2

The DCS, G-2, will—

- a.* Supervise the management of the CTC OPFOR Program according to Army Regulation (AR) 350-2.
- b.* Develop CTC OPFOR Program policies, objectives, and guidelines.
- c.* Provide intelligence support to the CTC OPFOR Program, the Army Threat Simulators Program, and other threat training programs.
- d.* Provide system performance data and funding to AMC for development of OPFOR system training performance data.

2-6. Deputy Chief of Staff, G-4

The DCS, G-4, will—

- a.* Establish and approve contractor support policy guidance and directives for Army CTC-unique training equipment and ITADSS, according to AR 700-127.
- b.* Review and approve contract requests submitted to the DCS, G-4 (DALO-SMP), for contractor access to the DOD supply system according to AR 725-50.
- c.* Review, establish, and approve contractor policy guidance and directives for training and exercises according to AR 715-9.

2-7. Deputy Chief of Staff, G-1

The DCS, G-1, will—

- a.* Ensure assignment of high-quality cadre to CTC operations groups.
- b.* Designate a Project Warrior POC at officer and enlisted personnel management directorates.
- c.* Manage CTC operations group officer and noncommissioned officer follow-on assignments (Project Warrior) to reinforce and promote CTC lessons learned throughout the Army.

2-8. Deputy Chief of Staff, G-6

The DCS, G-6, will—

- a.* Direct the Army Spectrum Certification program for supportability of conceptual, experimental, developmental, and operational spectrum-dependent equipment per DOD Directives 4650.1 and 5000.1 and DOD Regulation 5000.2-R.
- b.* Review Army materiel objectives and requirements to identify potential effects on the spectrum per AR 70-1. When applicable, ensure coordination of the acquisition of radio frequency spectrum guidance, support requirements, and host nation requirements for CTC materiel prior to assumption of developmental contractual obligations.
- c.* Integrate command, control, communications, computers, and intelligence fielding programs and respective system and nonsystem ITADSS to ensure CTCs are supported with ITADSS to link new fielding systems on the CTC battlefields.

2-9. Assistant Chief of Staff, Installation Management

The Assistant Chief of Staff, Installation Management will—

- a.* Assist in determining CTC training facility requirements.
- b.* Serve as staff proponent for CTC installation environmental concerns.
- c.* Review and evaluate MACOM military construction program submissions and prepare and present military construction programs to the Office of the Secretary of Defense, Office of Management and Budget, and Congress, according to AR 415-15.

2-10. Director of Army Safety

The Director of Army Safety will—

- a.* Support MACOM and CTC commanders in developing force protection (safety and fratricide avoidance) plans and programs.
- b.* Provide measures for input for expeditious reporting and correction of safety deficiencies.
- c.* Advise and evaluate operations group assessment of risk management performance by rotational units to ensure Army units are trained to protect the force in future training and operations.

2-11. Director, Army National Guard

The Director, Army National Guard (DARNG) will—

- a.* Assist FORSCOM and USAREUR in maintaining a centralized management system for ARNG unit participation at the CTCs. (See section III, 2-16 and 2-17.)
- b.* Identify to the CTC responsible official the operations and management (O&M) funding required for ARNG CTC rotations (BCTP, JRTC, and NTC) and transportation of direct support/general support (DS/GS) maintenance units to NTC for each POM/budget-year cycle. ARNG units participating in CTC rotations as directed mission support to troop list requirements are resourced by HQDA, CTC Program, through the responsible MACOM. DARNG is responsible for funding pay and allowances. Additionally, DARNG will provide resources for ARNG units conducting annual training at the CTCs in any status other than as directed mission support to the rotation.
- c.* Approve troop lists for ARNG rotations at BCTP, JRTC, and NTC in coordination with the sponsoring MACOM and the CTC. Provide a copy of approved troop list both to FORSCOM for JRTC and NTC rotations and to sponsoring MACOMs for BCTP rotations.
- d.* Support additional training days for extended rotations, beyond normal AT, when coordinated with the sponsoring MACOM and the CTC.
- e.* Participate in CSA CTC quarterly training brief (QTB).
- f.* Provide O/C augmentation support for ARNG rotations when requirement exceeds operations group tables of distribution and allowances (TDA).

2-12. Chief, Army Reserve

The Chief, Army Reserve (CAR), will—

- a.* Assist FORSCOM and USAREUR in—
 - (1) Selecting Army Reserve units for participation in CTC rotations.
 - (2) Maintaining a centralized management system for Army Reserve unit participation at the CTCs. (See section III, 2-16.)
- b.* Identify to the CTC responsible official the O&M funding required for transportation of DS/GS maintenance units to the NTC for each POM/budget-year cycle. Army Reserve units participating in CTC rotations as directed mission support to troop list requirements are resourced by HQDA, CTC Program, through the responsible MACOM. CAR is responsible for funding pay and allowances. Additionally, CAR will provide resources for United States Army Reserve units conducting annual training at the CTCs in any status other than as directed mission support of a troop list requirement.
- c.* Support additional training days for extended rotations, beyond normal annual training, when coordinated with the sponsoring MACOM and the CTC.

Section III

Commanders of MACOMs and Heads of Other Army Elements

2-13. Commanding General, TRADOC

The Commanding General (CG), TRADOC, will—

- a.* As directed by the DCS, G-3, will be responsible for the administration, validation, and integration of the CTC Program, CTC resources, and the CTC master plan.
- b.* Establish a supporting activity and designate a responsible official to perform the HQDA CTC responsibilities detailed in paragraph 3-3b.
- c.* Recommend priorities for the allocation of Army resources identified to support the CTC Program.
- d.* Ensure that the following functions and support requirements of the operations groups are met:
 - (1) Base scenarios and missions on approved doctrine and ensure they are tactically sound.
 - (2) Ascertain that after action reviews are doctrinally based, focused on performance, and executed in a manner that facilitates soldiers and leaders to discover for themselves what happened, why it happened, and how to sustain strengths and improve weaknesses. The operations group will provide the rotational unit at least one opportunity to conduct a leader-led AAR per rotation.
 - (3) Structure and store CTC data for access and distribution to the Army's analytical community for use in the continuous evaluation process.
 - (4) Establish standards for O/C training programs.
 - (5) Establish core characteristics for the LTP in coordination with MACOMs.
 - (6) Provide doctrinally based take-home packages.
- e.* Provide an operations group at JRTC and NTC that is staffed, equipped, and organized to develop scenarios; execute the scenarios as the training unit's higher headquarters; observe and analyze the performance of training units using Army doctrinal standards; and provide lessons learned and detailed feedback to the unit and the Army. The TDA for each CTC operations group will be designed to support that CTC's baseline troop list, as approved by DA, and

must be periodically reviewed. TRADOC will fill 100 percent of operations group personnel authorizations through permanent party assignment. Transitional shortfalls will be filled by augmentee personnel. The rotational unit MACOM will provide O/C support in excess of the operations group TDA authorizations.

f. Appoint a BCTP commander whose principal duties include direct supervision of the BCTP, including serving as deputy exercise director during warfighter exercises phase of division/corps BCTP rotations. Provide BCTP operations groups that are staffed, equipped, organized and trained to develop scenarios; execute the scenarios as the unit's higher headquarters during seminars; prepare, construct, and execute the warfighting exercise with the unit's higher headquarters; assess the performance of training units against Army doctrinal standards; collect embedded source data and information, and provide detailed feedback to the unit. TRADOC will fill 100 percent of the operations group and world class OPFOR personnel authorizations through permanent party assignment. Transitional shortfalls will be filled by augmentee personnel. The rotational unit MACOM will provide O/C support in excess of the operations group TDA authorizations.

g. Assess CTC requirements based on the CTC client needs, CTC capabilities, and doctrine. Integrate needs assessments for identification of CTC-unique doctrine, training, leader development, and organizational applications. Validate and develop requirements to meet CTC needs. Ensure integration of these requirements with existing capabilities. As required, develop and publish a mission-need statement and, assisted by AMC, an operational requirements document (ORD) for materiel requirements. For PEO/PM developed systems, ensure system ORDs reflect CTC requirements. CTC requirements affecting DTLOMS will be developed by proponent combat and training developers.

h. Support the DCS, G-2, by designating a responsible official for the validation and integration of the OPFOR Program, in accordance with AR 350-2. Develop, implement, and validate standardized training programs incorporating a realistic, doctrinally based OPFOR that portrays an adaptive, opportunities-based threat. Develop CTC OPFOR Program policies, objectives, and guidelines. Provide intelligence support to the CTC OPFOR Program. Validate replication of CTC OPFOR doctrine, tactics and capabilities within the context of COE.

i. Disseminate lessons learned to the Army. Integrate lessons learned into the training development process to ensure Army doctrine, tactics, techniques, and procedures remain current to operations. Develop and maintain a training data archive of unit performance derived from CTC training.

j. Respond to HQDA and other MACOM requests to collect, analyze, and disseminate data, information, and lessons learned. Such information and data will be managed to safeguard the identity and performance of units training at the CTCs.

k. Assist the materiel developer in CTC ITADSS concept formulation.

l. Conduct scheduling for BCTP and BCBST rotations in conjunction with the Commander in Chief (CINC) and MACOM scheduling conferences.

m. Schedule and coordinate CTC CoC and CTC QRs.

n. Validate and integrate the O&M budget for the CTC Program.

o. Develop a CTC master plan for each POM cycle and update during mini-POM cycles.

p. Host CSA CTC QTBS. BCTP and BCBST schedules, exercise troop lists, training objectives, training plans, scenarios, METL, and variances from published guidelines will be briefed to obtain CSA approval.

q. Publish a MACOM-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at the sponsored CTC. Such regulations will be developed and revised in coordination with affected MACOMs, the CTC Program responsible official, and the DA.

r. Conduct a periodic review of baseline troop list in coordination with CTC sponsoring MACOMs, the CTC Program responsible official, and the DA.

2-14. Commanding General, AMC

The CG, AMC, will—

a. As directed by the ASA (ALT), be responsible for the materiel development of nonsystem ITADSS, OPFOR equipment, and integration of system ITADSS into the CTCs.

b. Execute materiel development and readiness functions outlined in AR 70-1 and AR 350-38 as they pertain to acquisition and life-cycle support of CTC ITADSS, including fixed instrumentation. These include requirements to—

(1) Manage the development, acquisition, and testing of Army sponsored requirements, and as agreed upon, MACOM sponsored requirements.

(2) Perform the concept formulation for all CTC-unique ITADSS.

(3) Support development of basis of issue plan feeder data and qualitative and quantitative personnel requirements information under AR 71-32.

(4) Identify to the CTC responsible official required contractor logistics support funding for CTC ITADSS for each POM/budget-year cycle.

(5) Maintain design and configuration control over CTC-unique ITADSS.

(6) Provide instrumentation to support the training and training assessment and analysis feedback requirements of the CTCs.

c. Process DD Form 1494 (Application for Equipment Frequency Allocation) in support of CTC systems that are spectrum dependent according to AR 5-12.

d. Provide logistics assistance office representatives to support units training at each CTC.

e. Participate in CSA CTC QTBs.

f. Ensure development of training system performance data.

2-15. Commander, U.S. Army Corps of Engineers

The Commander (CDR), U.S. Army Corps of Engineers, will—

a. Manage and execute CTC training facility design and construction according to AR 415-15.

b. Manage and execute real estate activities according to AR 415-15.

2-16. Commanding General, FORSCOM

The CG, FORSCOM, will—

a. Command, operate, and maintain the JRTC and the NTC.

b. Provide required force structure to support the JRTC and NTC mission, less the TRADOC-provided operations group.

c. Provide all required materiel for JRTC and NTC operations, less fixed instrumentation and other ITADSS provided by AMC and operations group TDA equipment provided by TRADOC.

d. Provide operational control of JRTC and NTC operations groups.

e. Provide an OPFOR for JRTC and NTC. The modification table of organization and equipment (MTOE) /TDA for each CTC OPFOR will be designed to support that CTC's mission/BLUFOR troop list. FORSCOM will fill authorized OPFOR MTOE/TDA with permanent party or augmentee personnel. FORSCOM will ensure all or any OPFOR support required in excess of the OPFOR MTOE/TDA is scheduled during the worldwide training scheduling conference (WWTSC).

f. Conduct the following scheduling functions for subordinate units and other MACOMs:

(1) JRTC and NTC scheduling.

(2) ARNG and Army Reserve unit participation at BCTP, JRTC, and NTC.

(3) Coordination of units to augment the OPFOR at JRTC and NTC.

(4) Coordination of higher headquarters requirements for FORSCOM BCTP rotations, including ARNG BCTP rotations.

(5) Management of maneuver battalion and brigade commander throughput.

(6) Conduct of a semiannual WWTSC.

(7) Development and maintenance of a centralized management system for ARNG and Army Reserve unit participation at the CTCs. The system will be synchronized with the annual CTC Scheduling process and consist of a 5-year plan that captures all unit requirements and provides long range planning guidance and information to participating ARNG and Army Reserve units.

(8) Development and maintenance of an assessment program for ARNG eSB participation at the JRTC and NTC.

g. Identify long-term (5-year plan) support requirements for BCTP, JRTC, and NTC (that is, DS/GS maintenance, area support groups, aviation, field artillery brigades, OPFOR, engineer, and heavy equipment transport) to the National Guard Bureau (NGB) and OCAR.

h. Provide program and budget funding for ARNG and Army Reserve units participating in JRTC and NTC rotations as a directed mission in support of a troop list requirement.

i. Identify required O&M funding for rotations/operations for each POM/budget-year cycle to the CTC responsible official.

j. Participate in CSA CTC QTBs. BCTP and BCBST schedules, exercise troop lists, training plans, scenarios, METL, and variances from published guidelines will be briefed to obtain CSA approval.

k. Provide O/C augmentation support for FORSCOM rotations when requirement exceeds operations group TDA authorizations.

l. Publish a MACOM-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at the sponsored CTC. Such regulations will be developed and revised in coordination with affected MACOMs, the CTC Program responsible official, and the DA.

m. Conduct a periodic review of baseline troop list in coordination with CTC sponsoring MACOMs, the CTC Program responsible official, and the DA.

2-17. Commanding General, USAREUR

The CG, USAREUR, will—

a. Command, operate, and maintain the CMTC.

b. Provide an operations group for CMTC that is staffed, equipped, organized, and trained to develop scenarios; execute the scenarios as the training unit's higher headquarters; observe and analyze the performance of training units using Army doctrinal standards; and provide lessons learned and detailed feedback to the unit and the Army. The TDA for the operations group will be designed to support the troop list as approved by the Department of the Army. USAREUR will fill authorized TDA positions through permanent or augmentee assignment. The rotational unit MACOM will provide O/C support in excess of the operations group TDA authorizations.

c. Provide an OPFOR for CMTC. The MTOE/TDA for the OPFOR will be designed to support the mission/BLUFOR troop list. USAREUR will fill authorized OPFOR MTOE/TDA through permanent or augmentee assignment. The player unit MACOM will provide all OPFOR support required in excess of the OPFOR MTOE/TDA.

d. Conduct the following CTC scheduling functions:

(1) CMTC scheduling.

(2) Coordination of higher headquarters requirements for USAREUR corps and division BCTP rotations.

(3) Coordination of NGB and Army Reserve activities.

(4) Participation in the WWTSC.

e. Identify long-term (5-year plan) support requirements for CMTC (for example, DS/GS maintenance, area support groups, aviation, OPFOR, engineer, and heavy equipment transport) with NGB and OCAR.

f. Identify required O&M funding for rotations/operations for each POM/budget-year cycle to the CTC responsible official.

g. Participate in CSA CTC QTBs. BCTP schedules, exercise troop lists, training plans, scenarios, METL, and variances from published guidelines will be briefed to obtain CSA approval.

h. Publish a MACOM-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at the sponsored CTC. Such regulations will be developed and revised in coordination with affected MACOMs, the CTC Program responsible official, and DA.

i. Conduct a periodic review of baseline troop list in coordination with CTC sponsoring MACOMs, the CTC Program responsible official, and DA.

2-18. Commanding General, U.S. Army, Pacific

The CG, USARPAC, will—

a. Schedule JRTC and NTC rotations for subordinate commands at the WWTSC.

b. Schedule BCTP rotations for subordinate commands at the WWTSC.

c. Identify required O&M funding for rotations/operations for each POM/budget-year cycle to the CTC responsible official.

d. Participate in CSA CTC QTBs. BCTP schedules, exercise troop lists, training plans, scenarios, METL, and variances from published guidelines will be briefed to obtain CSA approval.

e. Provide O/C augmentation support when requirement exceeds operations group TDA.

2-19. Commanding General, Eighth U.S. Army

a. The CG, Eighth U.S. Army, will schedule BCBST rotations and coordinate BCTP rotations for subordinate units at the WWTSC.

b. Identify to the CTC responsible official required O&M funding for rotations/operations for each POM/budget-year cycle.

c. Participate in CSA CTC QTBs. BCTP schedules, exercise troop lists, training plans, scenarios, METL, and variances from published guidelines will be briefed to obtain CSA approval.

d. Provide O/C augmentation support when requirement exceeds the operations group TDA.

2-20. Commanding General, U.S. Army Signal Command

The CG, Army Signal Command, will—

a. Perform information mission area planning and engineering tasks to support CTC base communications requirements.

b. Execute functions as the proponent for CTC information mission area systems or equipment.

2-21. Commanding General, U.S. Army Special Operations Command

The CG, USASOC, will—

a. Schedule CTC training for USASOC units at the WWTSC.

b. Identify, task, and fund USASOC rotational units.

c. Identify, task, and fund USASOC units to augment USASOC rotations, when units do not have sufficient assets to meet the authorized CTC troop list.

d. Identify through the PPBES to the CTC responsible official required O&M funding for FORSCOM support of USASOC rotations.

- e. Approve or disapprove unit requests to exceed the CTC authorized troop list. Upon USASOC approval, provide additional personnel, equipment, and funding needed by the CTC operations group to support and control increased unit training packages.
- f. Resource the operations group, JRTC, with doctrinally proficient Special Operations Forces (SOF) SMEs as O/Cs.
- g. Participate in CSA CTC QTBs.
- h. Provide O/C augmentation support for USASOC rotations when requirement exceeds the operations group TDA.
- i. Provide OPFOR augmentation support for outstations when requirement exceeds CTC capability.

2-22. Commanders, CTCs (BCTP, CMTC, JRTC and NTC)

Commanders will—

- a. Conduct doctrinally correct training.
- b. Provide a realistic, stressful combat training environment for combined arms and joint training which approximates actual combat.
- c. Develop doctrinally sound training scenarios that support full-spectrum operations.
- d. Conduct an accurate portrayal of an opportunities-based opposing force in a COE, according to approved CTC OPFOR doctrine.
- e. Train and certify O/Cs and augmentation O/Cs to TRADOC-established standards.
- f. Conduct brigade-level LTPs at CMTC, JRTC, and NTC based on established core characteristics (in accordance with para 1-6c.).
- g. Conduct brigade-, division-, and corps-level seminars in BCTP.
- h. Provide TRADOC data, information, and lessons learned from the CTC.
- i. Support CTC responsible official in development of CTC MP.
- j. Participate in the WWTSC.
- k. Participate in resource validation visits.
- l. CTC Review Program that comprises doctrinal review visits, threat validation visits, focused rotations, and trends reversal.
- m. Assist TRADOC and AMC in the development of CTC ITADSS requirements and in testing and fielding of ITADSS to be used at the CTCs.
- n. Develop, coordinate, and execute support agreements, as appropriate, with other services to ensure joint support of Army training requirements. Submit these agreements through CTC sponsoring MACOMS to DCS, G-3 (DAMO-TR), for approval.
- o. Identify to the CTC responsible official required O&M funding for rotational support and operations for each POM/budget-year cycle.
- p. Participate in CSA CTC QTBs.
- q. Participate in periodic review of baseline troop list in coordination with CTC sponsoring MACOMs, the CTC Program responsible official, and the DA.

2-23. Heads of other Army elements: U.S. Army Test and Evaluation Command

The CG, U.S. Army Test and Evaluation Command, will—

- a. Ensure that CTC training applications are considered and incorporated into new system and
- b. ITADSS acquisition strategy operational test and system evaluation requirements.
- c. Ensure necessary operational test and system evaluation of all CTC-specific ITADSS.

Chapter 3

CTC Program Planning and Management

This chapter describes HQDA planning and management policies and guidance applicable to the CTC Program. Included are CTC Program policies, organizational guidelines for training units, the CoC process, CTC master plan, and scheduling.

3-1. Policies

- a. CTCs will not be used for any function other than the chartered training mission and focus without the sponsoring MACOM commander's approval.
- b. Operational testing is not conducted at the CTCs other than for instrumentation and training devices to be used at the CTCs. CTCs should not be used to validate or train to specific war plans or actual mission sets.
- c. Use of CTCs by other nations.
 - (1) *Limited opportunities.*
- (a) CTCs are a scarce U. S. Army training resource funded and operated to train U.S Army units in combined arms

operations. As such, it is imperative that all U. S. Army units, leaders, and soldiers be given first priority to participate in the limited number of CTC rotations. Accordingly, CTCs will not be used routinely to train units or personnel from other nations (to include reciprocal unit exchanges). However, under provision of this paragraph (3-1c), CTCs can be used to disseminate U. S. Army training philosophy and methodology to Allies through visits, exchange officers, observer/controllers, the LTP, and limited unit access.

(b) In general, any access to CTCs (BCTP, JRTC, and NTC) based in the continental United States (CONUS) by another nation must be approved by HQDA using the procedures specified in the following paragraphs. The commander, USAREUR, must approve access by another nation to U.S. rotations at CMTC.

(2) Access by units of other nations.

(a) *Approval authority.* Access to CONUS CTCs as part of the BLUFOR or OPFOR by units/elements from other nations requires CSA approval and is secured using procedures in tables 3-1 through 3-4. Access to CMTC by units/elements from other nations requires approval of the commander, USAREUR, and will be granted consistent with parameters of this regulation, CSA guidance, and applicable agreements with the Federal Republic of Germany. The DCS, G-3, is overall coordinator for issues involving other nation access that require CSA approval.

(b) *Criteria for approval of access to CTCs by units.* Participation of another nation in training at CTCs is reserved for units with roughly the same proficiency as U.S. units and for units with some likelihood of conducting combined operations with U.S. forces. Any participation by units of another nation in a CTC rotation will not displace a U.S. unit/element that needs training, will not jeopardize the ability of participating U.S. units to accomplish their training objectives, and will not jeopardize the ability of the center to maintain rigor or provide appropriate feedback for participating U.S. units. Finally, the other nation must agree to reimburse the U.S. for training and related support (for military sales, FMF, or RUE).

(c) *Scheduling of units.* Scheduling the participation of units/elements from other nations in training at BCTP, JRTC, or NTC will be accomplished at periodic FORSCOM scheduling conferences. Focus for new requests should be second fiscal year out. At that time, FORSCOM will assign CSA approved requests as prioritized by HQDA (DAMO-SSR) to rotations they can accommodate.

(3) Access by individuals of another nation to CTCs for training.

(a) *Long-term individual access to CTCs.* Long-term access by certain individuals from another nation is approved under provisions of several HQDA-managed programs. AR 614-10 governs the exchange of individuals in selected TDA/MTOE duty positions (the Military Personnel Exchange Program). AR 70-41 governs the exchange of scientists and engineers; and AR 380-10 governs the establishment of foreign liaison offices. These programs require concurrence of the DCS, G-3, before establishing a position at any CONUS CTC.

(b) *Short-term training of individuals.* Requests for an individual of another nation to participate in training at CONUS CTCs (for example, on-the-job-training, training for observer/ controllers, or training by the LTP) will be processed as FMS cases and will be referred by SATD to HQDA (DAMO-SSR), which will begin processing the requests using the procedures specified in table 3-2 for DCS, G-3, approval. Requests for an individual of another nation to participate in training at CMTC requires approval of the Commander, USAREUR, and will be granted consistent with parameters of this regulation, CSA guidance, and applicable agreements with the Federal Republic of Germany. HQDA approval is not required for any individual of another nation who is assigned to an MTOE position in a U.S. unit scheduled for a CTC rotation, when that position has been approved by HQDA for a soldier from another nation. Similarly, HQDA approval is not required if the individual of another nation would deploy on real-world military operations with the U.S. unit scheduled for a CTC rotation, when the individual will perform during the CTC rotation in the same capacity as during real-world military operations.

(4) Visitors from other nations to CTCs.

(a) *Requests from another nation for individuals to visit or observe a CTC rotation.* Visits will not exceed 3 days. Requests to visit or observe a CTC rotation are submitted through that nation's embassy in Washington, DC, to HQDA (DAMI-CDD) under provisions of AR 380-10. After accomplishing the coordination specified in table 3-5, DAMI-CDD approves or denies the request.

(b) *U.S. invitations for individuals of another nation to visit or observe a CTC rotation.* Before such invitations are offered, HQDA (DAMO-SSR), using the procedures specified in table 3-6, will approve them.

(5) Reimbursement for the cost of visitor or individual/unit access.

(a) Unless funds have been authorized and appropriated by Congress for this purpose, the other nation will pay for the cost of any support or training provided by a CTC. Reimbursement will be made according to applicable security assistance provisions, that is, according to the FMS program, RUE agreements, or other formal arrangement approved by HQDA.

(b) The CTC will be reimbursed for all costs incurred as a result of another nation's access, that is, costs over and above those that would have been incurred if the other nation were not there. Reimbursable costs will include the cost of any software and hardware changes to ITADSS or instrumentation required to support participation of the other nation in training.

(c) Any required software and hardware changes will be identified by TRADOC/AMC, validated by the CTC executive agent, approved by HQDA (DAMO), and accomplished by AMC.

(6) *Assistance and information on CTC concepts, development, and operations.* These can be provided to allied nations seeking to establish their own CTCs, consistent with current DOD and DA guidance.

Table 3–1
Request for training at CONUS CTC from another nation, in accordance with AR 12–15

Requesting office	Action
Other nation's embassy in Washington, DC	Forwards request to HQDA (DAMO–SSR).
DAMO–SSR	<ol style="list-style-type: none"> 1. Informs U.S. Embassy in requesting nation that request is being processed. 2. Asks U.S. Embassy in requesting nation to verify that— <ul style="list-style-type: none"> – The Secretary of Defense has received no credible information from State Department that a member of the participating unit from the requesting nation has committed a gross violation of human rights. – Participating unit from requesting nation has roughly same proficiency as participating U.S. units. 3. Confirms that requested training supports CINC and Army engagement objectives/priorities. 4. Verifies that unit from requesting nation is likely to conduct combined operations with U.S. Forces. 5. Forwards recommendation to DAMO–TR. 6. If DAMO–TR secures approval of request from Army leadership, DAMO–SSR— <ul style="list-style-type: none"> – Informs U.S. Embassy in requesting nation. – Prior to CTC Scheduling Conference, provides FORSCOM (through DAMO–TR) a prioritized list for each CONUS CTC of all training for units of requesting nations planned there during next 2 years.
HQDA (DAMO–TR)	<ol style="list-style-type: none"> 1. Confirms an umbrella RUE Memorandum of Agreement (MOA) between nations is in place. 2. Coordinates with MACOM of U.S. unit to ensure— <ul style="list-style-type: none"> – Participation of requesting nation will not jeopardize training of U.S. unit. – U.S. unit can support proposed RUE. 3. Coordinates with CTC MACOM to ensure— <ul style="list-style-type: none"> – Participation of requesting nation will not jeopardize training or feedback of US unit. – CTC can support proposed RUE. – CTC will be reimbursed for all incremental costs. 4. Secures CSA approval of requesting nation participation and RUE. 5. Responds to request through DAMO–SSR to embassy of requesting nation in Washington, DC. If approved, response informs requesting nation that— <ul style="list-style-type: none"> – Agreement with MACOM for specific RUE event is required. – Separate foreign visit request is required. 6. If approved, directs MACOM of U.S. unit to negotiate agreement with requesting nation for RUE event.

Table 3–2
Request for training at CONUS CTC from another nation, in accordance with AR 12–15 (support provided under an FMS case)

Requesting Office	Action
Requesting nation's embassy in Washington, DC	Forwards request to HQDA (DAMO–SSR).
DAMO–SSR	<ol style="list-style-type: none"> 1. Informs U.S. Embassy in requesting nation that request is being processed. 2. Asks U.S. Embassy in requesting nation to verify that— <ul style="list-style-type: none"> – The Secretary of Defense has received no credible information from State Department that a member of the participating unit from the requesting nation has committed a gross violation of human rights. – Participating unit from requesting nation has roughly same proficiency as participating U.S. units. 3. Confirms that requested training supports CINC and Army engagement objectives/priorities. 4. Verifies that unit from the requesting nation is likely to conduct combined operations with U.S. Forces. 5. Verifies that nothing precludes support being provided under FMS case. 6. Forwards recommendation to DAMO–TR. 7. If DAMO–TR secures approval of request from Army leadership, then it— <ul style="list-style-type: none"> – Informs U.S. Embassy in requesting nation. – Informs Security Assistance Training Directorate. – Prior to CTC scheduling conference, provides FORSCOM (thru DAMO–TR) a prioritized list for each CONUS CTC of all training for units of requesting nations planned there during next 2 years.

Table 3–2**Request for training at CONUS CTC from another nation, in accordance with AR 12–15 (support provided under an FMS case)—Continued**

Requesting Office	Action
HQDA (DAMO–TR)	<ol style="list-style-type: none"> Coordinates with MACOM of U.S. unit to ensure— <ul style="list-style-type: none"> Participation of requesting nation will not jeopardize training of U.S. unit. U.S. unit can support proposed training. Coordinates with CTC MACOM ensure— <ul style="list-style-type: none"> Participation of requesting nation will not jeopardize training of U.S. unit. CTC can support proposed training. CTC will be reimbursed for all incremental costs. Secures CSA approval for unit(s) of requesting nation to participate in training. Secures DCS, G–3, approval for individuals of a requesting nation to participate in training. Responds to request through DAMO–SSR to embassy of requesting nation in Washington, DC. If approved, response asks requesting nation to initiate an FMS case and foreign visit request. Informs DAMI–CDD, CTC MACOM, and MACOM of U.S. unit.
SATD	<ol style="list-style-type: none"> Establishes details of FMS case through coordination with CTC MACOM. Prepares cost estimate, to include cost of training. Prepares letter of offer and acceptance (cost) and forwards to requesting nation for signature. Notifies all concerned of acceptance/refusal. Ensures that funds are forwarded to CTC MACOM and/or rotational unit MACOM.

Table 3–3**Request to train another nation at CONUS CTC from U.S. sponsor, in accordance with AR 12–15 (support provided under provisions of a RUE agreement)**

Requesting Office	Action
MACOM sponsoring the RUE	<ol style="list-style-type: none"> Verifies umbrella RUE MOA between nations is in place. Asks HQDA (DAMO–TR), through CTC MACOM, if permissible to invite other nation to participate in RUE at CTC. Request includes— <ul style="list-style-type: none"> Description of proposed training (what, for whom, when, where). Estimate of all incremental resources to the CTC Program (for example, funding, translators, and controllers) and to the unit. Description of how/by whom incremental resources will be provided.
CTC MACOM	<ol style="list-style-type: none"> Confirms CTC— <ul style="list-style-type: none"> Can support without jeopardizing U.S. training. Can support within resource estimates. Will be reimbursed for all incremental costs. Forwards recommendation to HQDA (DAMO–TR).
HQDA (DAMO–TR)	<ol style="list-style-type: none"> Reviews request to ensure— <ul style="list-style-type: none"> Proposed RUE would not jeopardize training of U.S. units. Umbrella RUE MOA is in place. Proposed training and related support have been adequately described. Incremental costs to unit and CTC have been identified. CTC will be reimbursed for all incremental costs. Asks DAMO–SSR to verify that— <ul style="list-style-type: none"> RUE supports CINC and Army engagement objectives/priorities. Unit from the other nation is likely to conduct combined operations with U.S. Forces. U.S. Embassy in other nation has confirmed that participating unit from the other nation has roughly the same proficiency as participating U.S. units and that the Secretary of Defense has received no credible information from State Dept that a member of participating unit from the other nation has committed gross human rights violations. Secures CSA approval for other nation to participate and for the RUE. Responds to request authorizing MACOM to— <ul style="list-style-type: none"> Propose RUE to other nation. Negotiate agreement with other nation for specific RUE event. Schedule RUE through FORSCOM scheduling conference. Inform other nation that a separate foreign visit request is required. Informs DAMO–SSR.

Table 3–3
Request to train another nation at CONUS CTC from U.S. sponsor, in accordance with AR 12–15 (support provided under provisions of a RUE agreement)—Continued

Requesting Office	Action
DAMO–SSR	<ol style="list-style-type: none"> 1. Informs U.S. Embassy in other nation and other nation's embassy in Washington, DC. 2. Prior to CTC scheduling conference, provides FORSCOM (through DAMO–TR) a prioritized list for each CONUS CTC of all training for units of other nations planned there during next 2 years.

Table 3–4
Request to train another nation at CONUS CTC from U.S. sponsor, accordance with AR 12–15 (support provided with U.S. funding, for example, FMF)

Requesting Office	Action
MACOM sponsoring the proposed training	<ol style="list-style-type: none"> 1. Verifies that U.S. funding is available. 2. Asks HQDA (DAMO–TR), through CTC MACOM, if permissible to invite other nation to participate in training at CTC. Request includes— <ul style="list-style-type: none"> – Description of proposed training (what, for whom, when, where). – Estimate of all incremental resources to the CTC Program (for example, funding, translators, controllers, and so forth) and to the unit. – Description of how and by whom incremental resources will be provided.
CTC MACOM	<ol style="list-style-type: none"> 1. Confirms CTC— <ul style="list-style-type: none"> – Can support without jeopardizing U.S. training. – Can support within resource estimates. – Will be reimbursed for all incremental costs. 2. Forwards recommendation to HQDA (DAMO–TR).
HQDA (DAMO–TR)	<ol style="list-style-type: none"> 1. Reviews request to ensure— <ul style="list-style-type: none"> – Proposed participation would not jeopardize training of U.S. units. – U.S. funding is available. – Proposed training and related support have been adequately described. – Incremental costs to unit and CTC have been identified. – CTC will be reimbursed for all incremental costs. 2. Asks DAMO–SSR to verify that— <ul style="list-style-type: none"> – Proposed training supports CINC and Army engagement objectives/priorities. – Unit from the other nation is likely to conduct combined operations with U.S. forces. – U.S. Embassy in other nation has confirmed that participating unit from the other nation has roughly the same proficiency as participating U.S. units and that the Secretary of Defense has received no credible information from State Department that a member of participating unit from the other nation has committed gross human rights violation. 3. Secures CSA approval for other nation to participate. 4. Responds to request authorizing MACOM to— <ul style="list-style-type: none"> – Invite other nation to participate in training via invitational orders. – Schedule training through FORSCOM scheduling conference. 5. Informs DAMO–SSR.
DAMO–SSR	<ol style="list-style-type: none"> 1. Informs U.S. Embassy in other nation and other nation's embassy in Washington, DC. 2. Prior to CTC scheduling conference, provides FORSCOM (through DAMO–TR) a prioritized list for each CONUS CTC of all training for units of other nations planned there during next 2 years.

Table 3–5
Request for visit to CTC from another nation, in accordance with AR 380–10

Requesting office	Action
Requesting nation's embassy in Washington, DC	Forwards request to HQDA (DAMI–CDD). – If available, submits request via Security Policy Automation Network (SPAN). – If SPAN not available, submits memo/letter.
DAMI–CDD	1. Enters request in SPAN. 2. Asks DAMO–SSR to confirm that— – Visit supports CINC and Army engagement objectives/priorities. – U.S. Embassy in requesting nation has verified that visitors are not objectionable to the U.S. Government. 3. Coordinates with CTC MACOM, who determines if the visit can be supported and validates that the visit proposal will not require training to be provided. 4. Replies to requesting nation's embassy and informs all concerned, if visit can be supported. 5. Authorizes direct coordination between requesting nation and center for visit arrangements.

Table 3–6
Request for visit to CTC from U.S. sponsor, in accordance with AR 380–10

Requesting office	Action
Sponsor (MACOM, CINC, Military Department, DOD agency, or State Department agency)	Asks HQDA (DAMO–SSR) if permissible to invite visitors from other nation. – Describe who, what, when, where, and why. – Identify source of funds for any required support.
DAMO–SSR	1. Informs U.S. Embassy in requesting nation that request is being processed. 2. Asks U.S. Embassy in other nation to verify that visitors are not objectionable to U.S. Government. 3. Coordinates with CTC MACOM, who determines if the visit can be supported and validates that the visit proposal will not require training to be provided. 4. Verifies that proper funds are being used to support the visit. 5. Authorizes sponsor to issue invitation. 6. Authorizes direct coordination between CTC and sponsor or other nation for visit arrangements. 7. Informs U.S. Embassy in other nation and other nation's embassy in Washington, DC. 8. Informs DAMI–FD and CTC MACOM.

3–2. Training strategy

a. The CTCs will support full-spectrum decisive shipping and sustaining operations. The maneuver CTCs (CMTC, JRTC, and NTC) provide required training for ground-maneuver brigades to conduct brigade force-on-force live maneuver training against an adaptive, opportunities-based OPFOR on an instrumented battlefield with feedback provided by a professional force of O/Cs. Similarly, BCTP provides required training for commanders and staffs of divisions, corps, ARFOR/ASCCs, and ARNG maneuver brigades to train against an adaptive, opportunities-based world class OPFOR on a realistic and stressful simulated battlefield at the mid-to-high intensity level of decisive ground combat. Operations on complex terrain will be a part of every CTC rotation. In addition to force-on-force training, the maneuver CTCs provides live-fire maneuver training opportunities not available at home station. At the NTC, the brigade conducts live-fire missions, integrating all fires (ground and air) against an instrumented target array. The focus of live-fire training at JRTC is platoon/company/special forces operational detachment Alpha, to include urbanized terrain, as requested to meet the rotational unit's training objectives. The CMTC offers company combined arms live-fire exercises at Grafenwoehr Training Area under battalion control.

b. The CTCs provide the capstone collective live training event in the combined arms training strategies. Homestation training should prepare units to gain the maximum benefit from their CTC experience.

c. Brigades deploying to the maneuver CTCs are task organized with habitually associated combined arms (combat, CS, and CSS) units necessary to execute doctrinal missions. They conform to approved troop lists contained in the regulations of those MACOMS sponsoring CTCs. Echelons above brigade and echelons above division assets will be limited to those combat, CS, and CSS units that are in direct support of the maneuver brigade combat team or armored cavalry regiment. The requesting unit will fund all echelons above brigade and echelons above division assets not in direct support of the brigade combat team. The scope of unit training at each maneuver center is generally as follows:

(1) The CMTC 45-day rotation model provides force-on-force training for maneuver battalion task forces (TFs) and incorporates a period of brigade operations with two battalion TFs executing force-on-force training.

(2) A maximum of two-light/air assault/airborne/ranger battalion TFs can conduct force-on-force training. A heavy company team is required for light air assault and airborne rotations. As the Army fields interim brigade combat teams, JRTC will require the capability to train three live maneuver battalions.

(3) A maximum of three maneuver battalions can participate in force-on-force training. These can be any combination of armor, mechanized, or light infantry battalions. A division cavalry squadron may participate as the third maneuver battalion in an armor, mechanized, or light infantry brigade combat team. Heavy armored cavalry regiment rotations will consist of no more than two ground squadrons and one light infantry battalion. Armor, mechanized infantry battalions, and division cavalry squadrons may not participate in heavy armored cavalry regiment (ACR) rotations. Light ACR rotations will consist of no more than two ground squadrons and one armor, mechanized, or light infantry battalion. Heavy ACR squadrons and division cavalry squadrons may not participate in light ACR rotations.

(4) Army Special Operations Forces (ARSOF) units are integrated at CMTC, JRTC, and NTC. ARSOF participation includes the Ranger Regiment, Special Forces (SF) battalions, as well as civil affairs (CA) and psychological operations (PSYOP) tactical teams. Under most conditions, ARSOF units operate in support of a joint special operations TF. Where integration is required, SF units support brigade and division operations through a special operations command and control element co-located with the division or brigade as required. Often, these missions are conducted within the anticipated brigade or division battlespace in order to stress integration and command and control challenges.

(5) At CMTC and JRTC, a third battalion TF, to include elements of combat, CS, and CSS, may participate in a command post exercise (CPX) under brigade control.

(6) Typically, an aviation TF supports each CTC rotation as part of the troolist.

(7) CS/CSS units from both the ARNG and Army Reserve are provided the opportunity to participate at both JRTC and NTC. Units provide key logistics support both within and in support of force-on-force exercises (intermediate staging base/RSOI).

(8) The ARNG receives one rotation per year at JRTC and NTC to train eSBs. FORSCOM assesses ARNG eSBs 2 years prior to the scheduled rotation for participation. Approval of ARNG eSB participation will be coordinated through the NGB with the respective State Adjutant General. ARNG eSBs receive an assessment by the associated Active Army (AA) division/corps commanders. The results will be provided to the State Adjutant General for final decision as to the unit participation. Units selected to participate in a CTC rotation will be confirmed by the Adjutant Generals with the FORSCOM Commander for the appropriate CTC rotation 2 years from the year of the assessment. The units' qualification status will be reverified at the 1-year mark. Thus, the Adjutant Generals will make the final determination.

d. BCTP unit participation encompasses the following guidelines.

(1) For corps and division warfighting exercises, the primary training audience includes the warfighting unit commander and staff. MSC commanders, separate commanders, and staff are the secondary training audience.

(2) BCBST rotations (ARNG brigades and selected AA brigades) include the brigade command group, brigade staff (personal, coordinating, and special staff), battalion commanders and staff, and appropriate divisional slice element.

(3) ARFOR/ASCC exercises include the ARFOR/ASCC command group, the staff (personal, coordinating, and special staff), and major subordinate commanders determined by the commander's training objectives. Participation of ARNG and Army Reserve organizations (that is, eSBs, ARNG divisions, and ARNG and Army Reserve CSS units), the mix of heavy/light units, the decision to conduct joint and/or combined operations, and appropriate SOF (PSYOP, CA, SF, Special Operations Aviation Regiment, and the 75th Ranger Regiment) organizations would also be determined by the commander's exercise objectives.

3-3. Management

a. Deputy Chief of Staff, G-3.

(1) The DCS, G-3, is responsible for staff oversight of the CTC Program and is assisted by a CTC Program responsible official, designated by the CG, TRADOC (see para 2-13), the Training and Leader Development General Officer Steering Committee (TLGOSC), and a CTC CoC.

(2) The DCS, G-3—

(a) Is the director of the CTC Program and serves as the focal point for the ARSTF for all CTC actions.

(b) Develops, approves, and manages the CTC Program and the CTC Master Plan (CTC MP) that provides long range planning guidance, program vision, scope, mission, and CTC initiatives.

(c) Ensures CTC long-range resource plans are coordinated with the Army PPBES, including the Army Modernization Plan; Research, Development, and Acquisition Plan; Military Construction, Army Program; and Total Army Analysis. Army National Guard and Army Reserve requirements are also included in the CTC POM process.

(d) Establishes program priorities and resource requirements for the CTCs, while approving CTC concepts of operation.

(e) Provides a chair for the CTC CoC and CTC quarterly reviews.

(f) Takes the ARSTAF lead in staffing and coordinating CTC unique ITADSS and OPFOR requirements for HQDA or DOD approval, ensuring integration into the TMA and TLGOSC for CTC modernization.

b. CTC responsible official.

(1) The CG, TRADOC, will designate a responsible official (such as the Deputy Commanding General TRADOC) to perform HQDA CTC duties as directed by the DCS, G-3.

(2) The CTC responsible official—

(a) Supervises and directs the administration, validation, and integration of the CTC Program and coordinates the submission of CTC related POM funding requests to the Department of the Army.

(b) Provides guidance, direction, and oversight for preparation of the CTC master plan that is submitted to the DCS, G-3, for approval in conjunction with each POM submission. The master plan will focus on long-range planning and funding strategies to include recapitalization and modernization initiatives.

(c) Ensures processes are integrated across all CTCs and standardized, where appropriate.

(d) Promotes and supports the continuing relevance of the operational environment at all four CTCs.

(e) The Combat Training Center directorate serves as the office of primary staff responsibility and action agent for the CTC Program. In addition, CTC directorate provides continuing, responsive, direct staff support to the DCS, G-3, for validation, planning, coordination, and execution of the DCS, G-3, CTC Program mission.

c. The CTC Program.

(1) This perates under the auspices of the TLGOSC. TLGOSC purpose and membership requirements are in AR 350-1.

(2) The TLGOSC is the approval authority for the CTC Program CoC.

d. The integration forum. This group makes recommendations to the TLGOSC concerning prioritization of homestation/deployed, institutional, and CTC strategic issues.

e. The CTC CoC.

(1) The CTC CoC is chaired by the Chief, Collective Training Division, Training Directorate, DCS, G-3. Table 3-7 depicts the CTC CoC structure and voting members.

(2) The CTC CoC meets semiannually to manage CTC Program, policies, priorities, and initiatives. A simple majority vote cast by voting members carries CTC initiatives. The CTC CoC recommends approval of the CTC Program budget-year O&M funding and POM submissions, and submits them to the DA responsible official, who forwards them to the TLGOSC for final approval by the DCS, G-3. Additionally, the CoC will review military construction, Army, projects specific to the CTC Program.

(3) The CTC CoC recommends approval of the CTC Program research, development, and acquisition initiatives (recapitalization and modernization) and priorities to the TMA CoC and integration forum, which then go to the TLGOSC. CTC CoC policy decisions will be forwarded to the TLGOSC for approval. Those requiring DA approval will be forwarded to the DCS, G-3 by the TLGOSC.

(4) In the event the TLGOSC is out of cycle, the DA responsible official will forward CTC CoC decisions directly to the DCS, G-3.

Table 3-7
CTC Program CoC membership

Agency/command	Voting member
DCS, G-3 (DAMO-TRC (Chair))	Chief, Collective Training Division, Training Directorate
NGB	Chief, Training Division
OCAR	Director, Operations, Readiness, and Force Development
AMC Simulation, Training and Instrumentation Command (STRICOM) STRICOM	Program Manager for Training Devices Director, Logistics
FORSCOM DCS, G-3 JRTC NTC	Chief, Training Division Deputy Commander/Chief of Staff Deputy Commander/Chief of Staff
TRADOC BCTP Combined Arms Support Command DSC, G-2 Deputy Chief of Staff for Training	CDR, BCTP Director of Training DSC, G-2 Director, Combat Training Centers (co-chair) Director, Army Training Modernization
USAREUR	

Table 3-7
CTC Program CoC membership—Continued

Agency/command	Voting member
7th Army Training Command (ATC) CMTC	Director of Training Deputy Commander, Operations Group
USARPAC	DCS, G-3
USASOC	DCS, G-3

3-4. CTC master plan

a. The CTC master plan formalizes a constantly evolving process of identifying long-range planning guidance, CTC Program vision, mission, and scope to ensure maximum benefit from investment in the Army CTCs. It documents the direction, and objectives required to execute the CTC Program.

b. The objectives of the CTC master plan are to—

- (1) Chart future growth and development of the CTCs and document the action plan for implementation.
- (2) Articulate all requirements necessary to support future training strategies.
- (3) Coordinate efforts of MACOMs to support CTC requirements.
- (4) Provide a framework for CTC decision analysis.

c. The CTC Program develops the CTC master plan through a series of events including various assessments, resource programs for manpower, dollars, equipment, ITADSS, and facilities. The CTC master plan will be published during each POM cycle and updated during each mini-POM cycle.

3-5. Scheduling

a. CTC schedules are developed, coordinated, and integrated into unit training plans according to Field Manual (FM) 7.0 and FM 25-101.

b. The objective of scheduling is to confirm the next 2 fiscal years schedules for BCTP, JRTC, and NTC, next fiscal year for CMTC, and to project schedules for the next 3 years. These include all brigade, division, corps, and joint rotations. The DCS, G-3, will arbitrate scheduling conflicts among MACOMs. The scheduling and integration of a foreign unit into a CONUS CTC rotation will be accomplished upon participation approval granted by the HQDA. (See para 3-1c(3)).

c. Scheduling is performed in the second quarter of each fiscal year with a follow-up in the fourth quarter of each fiscal year. This conference is hosted by FORSCOM, and the following organizations participate in the scheduling process: DCS, G-3 (DAMO-TR); TRADOC; FORSCOM (includes a representative from each corps and the United States Army Reserve Center); NGB; USARPAC; United States Army, South; USAREUR; EUSA; USASOC; BCTP; JRTC; and NTC.

3-6. BCTP capabilities/rotation requirements

a. BCTP is a CSA program.

b. Each fiscal year BCTP has the capability to conduct a maximum of—

- (1) Fourteen division-equivalent BCTP rotations.
- (2) Fourteen brigade BCBST rotations.

(3) Eight exercises to provide training assistance to Army corps and division headquarters designated as an ARFOR/ASCC.

c. A BCTP rotation consists of seven events: a site survey, an initial planning conference, deployment seminar, battle command seminar, start of exercise conference, warfighting exercise, and either a take-home package (AA) or proficiency sustainment package (ARNG).

d. A corps BCTP rotation is the equivalent of two division rotations. For example, with the capability of conducting 14 division equivalent BCTP rotations in a year, BCTP could execute 12 division exercises and one corps exercise, or 10 division exercises and two corps exercises, and so on. A corps embedded rotation counts as a three-division-equivalent rotation.

e. There are two types of division/corps rotations, standard and nonstandard.

(1) A standard rotation is a division or corps rotation with the units/resources identified in the BCTP implementing regulation. The 2ID hosts all seminars in Korea because of remote location and its unique mission requirements. Because 2ID brigades do not have the opportunity to participate in CONUS CTC (JRTC or NTC), they receive a brigade rotation every other year. All other BCTP command seminars are conducted at Fort Leavenworth, KS.

(2) A nonstandard rotation reflects extraordinary circumstances and requires exceptional support.

(a) *Enhanced rotation.* The training unit and another unit both receive training during the warfighting exercise portion of the rotation (for example, during a division warfighting exercise, an ARNG brigade participating in the exercise, deploys their organic battalions to conduct training during the exercise).

(b) *Inclusive rotation.* A BCTP exercise within the scope of a separate exercise (for example, a division warfighting exercise conducted during a corps CPX, or a corps exercise conducted during an exercise (for example, ATLANTIC RESOLVE or ULCHI FOCUS LENS).

(c) *Expanded rotation.* An exercise that includes additional units above those identified in the corps/division troop list (for example, a division wants to include a heavy or light brigade, or an ARNG eSB along with its three organic maneuver brigades in their rotation). The training unit funds all additional resources (that is, personnel, cost, equipment, and so on) required to execute the rotation, above the standard troop list.

(d) *Embedded rotation.* Corps warfighting exercise with one of its subordinate divisions executing a warfighting exercise simultaneously. For example, during a III Corps exercise, the 1st Cavalry Division would also execute their exercise. MACOMs approve embedded rotations.

f. The CSA is the approval authority for all nonstandard rotations. The CSA CTC QTB is the forum to request approval. Approval for nonstandard rotations must be granted prior to the IPC for the rotation.

g. ARFOR/ASCC training varies in size and complexity based upon the specific exercise objective or real-world contingency. Operations Group D's role in ARFOR/ASCC training is to train designated Army headquarters commanders and their staffs to operate as the Army component, the nucleus of a joint TF, or an ARFOR headquarters.

h. Units requesting out-of-cycle joint rotation exercise support will send an electrical message to: CDR TRADOC FORT MONROE VA//ATTG-UC//, with an information copy provided to CDR USACAC FORT LEAVENWORTH KS //ATZL-CT//. TRADOC is the approving authority for all out- of-cycle requests for use of BCTP Operations Group Delta. Out-of-cycle requests include, but are not limited to, support of contingency operations and any other requests not scheduled in accordance with current scheduling guidelines (para 3–5) established by the BCTP and the CTC Program. Requests will be forwarded by MACOM to TRADOC and will include outside the continental United States country clearance data as applicable and a fund cite/source with exact costing data to be determined by BCTP and the requesting unit. TRADOC will coordinate with BCTP, provide recommendation, and forward the request through HQDA (DAMO-TRC) to DCS, G–3.

i. The CSA will be briefed by the MACOM on all exercise variants during the CTC QTB. The CSA is the approval authority for all variants. The following lists the variant criteria for a BCTP exercise. If these conditions are not met, the exercise is considered to be a variant BCTP exercise:

- (1) AA Corps/Div CDRs do not execute warfighting exercise first year in command.
- (2) Enhanced brigade CDRs do not execute BCBST biennially.
- (3) Warfighting focus (corps, division, & brigade).
- (4) Utilization of warplans
- (5) OPFOR does not have an equal opportunity to win.
- (6) Inclusive exercises with joint TF.
- (7) Foreign participation.
- (8) Not In compliance with TRADOC Regulation 350–50–3.
- (9) Use of equipment not fielded during command tenure.
- (10) Deployment actions not exercised.
- (11) No displacement of command posts.

Appendix A References

Section I Required Publications

AR 5-12

Army Management of the Electromagnetic Spectrum. (Cited in para 2-14c.)

AR 70-1

Army Acquisition Policy. (Cited in paras 2-8*b* and 2-14*b*.)

AR 70-41

International Cooperative Research, Development, and Acquisition. (Cited in para 3-1c(3)(a).)

AR 71-32

Force Development and Documentation- Consolidated Policies. (Cited in para 2-14*b*(3).)

AR 350-1

Army Training. (Cited in para 3-3c.)

AR 350-2

Opposing Force Program. (Cited in paras 2-5*a* and 2-13*h*.)

AR 350-38

Training Device's Policies and Management. (Cited in para 2-14*b*.)

AR 380-10

Foreign Disclosure, Technology Transfer, and Contacts. (Cited in para 3-1c(3)(a).)

AR 415-15

Army Military Construction Program Development and Execution. (Cited in paras 2-9*c* and 2-15.)

AR 700-127

Integrated Logistic Support. (Cited in para 2-6*a*.)

AR 725-50

Requisition, Receipt, and Issue System. (Cited in para 2-6*b*.)

FM 7-0

Training the Force. (Cited in para 3-5*a*.)

FM 25-101

Battle Focused Training. (Cited in para 3-5*a*.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication.

AR 1-1

Planning, Programming, Budgeting, and Execution System

AR 11-33

Army Lessons Learned Program: System Development and Application

AR 12-15

Joint Security Assistance Training (JSAT)

AR 614-10

U.S. Army Personnel Exchange Program with Armies of Other Nations

AR 715-9

Contractors Accompanying the Force

DOD Directive 4650.1

Management and Use of the Radio Frequency Spectrum. (Available at <http://www.dtic.mil/whs/directives/>.)

DOD Directive 5000.1

The Defense Acquisition System. (Available at <http://www.dtic.mil/whs/directives/>.)

DOD Regulation 5000.2-R

Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs. (Available at http://www.dtic.mil/whs/directives/corres/pdf/50002r_040502/p50002r.pdf.)

Section III**Prescribed Forms**

This section contains no entries.

Section IV**Referenced Forms**

The following forms are available on the Army Electronic Library (AEL) CD-Rom (EM 0001) and the USAPA web site (www.usapa.army.mil) unless otherwise stated. DD forms are available from the Office of the Secretary of Defense website (www.dior.whs.mil).

DA Form 11-2-R

Management Control Evaluation Certification Statement

DD Form 1494

Application for Equipment Frequency Allocation

Appendix B**Management Control Evaluation Checklist****B-1. Function**

The function covered by this checklist is the administration of the Combat Training Center Program.

B-2. Purpose

The purpose of this checklist is to assist the MACOMs and CTCs in evaluating the key management controls outlined below. It is not intended to cover all controls.

B-3. Instructions

Answers must be based on the actual testing of key management controls (for example, document analysis, direct observation, sampling, simulation). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key management controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2-R (Management Control Evaluation Certification Statement).

B-4. Test questions

- a. Has TRADOC integrated lessons learned from CTC rotations into the training development process? (TRADOC)
- b. Has FORSCOM conducted an annual CTC Program scheduling conference? (FORSCOM)
- c. Has a MACOM regulation been developed for each CTC? (MACOMs)
- d. Has operational testing at the CTCs been conducted only on instrumentation and training devices to be used at the CTCs? (CTCs)
- e. Has DCS, G-3, approval been obtained prior to use of a CONUS CTC by units/elements from other countries? (CTCs)

f. Has CG, USAREUR, approval been obtained prior to the use of CMTC by units/elements from other countries? (USAREUR)

g. Are CTC training schedules developed, coordinated and integrated into unit training plans according to FM 7-0 and FM 25-101? (FORSCOM).

h. Have MACOMs included approved requests for foreign unit participation at a CTC in the CTC training schedule? (MACOMs)

B-5. Comments

Help make this a better tool for evaluating management controls. Submit comments to: DCS, G-3, ATTN: DAMOTRC, 400 Army Pentagon, Washington, DC 203100400.

Glossary

Section I Abbreviations

AA

Active Army

AAR

after action review

ACR

armored cavalry regiment

AMC

United States Army Materiel Command

AR

Army regulation

ARNG

Army National Guard

ARSOF

Army Special Operations Forces

ARSTAF

Army Staff

ASA(ALT)

Assistant Secretary of the Army (Research, Development, and Acquisition)

BCTP

Battle Command Training Program

CA

civil affairs

CAR

Chief, Army Reserve

CDR

commander

CG

commanding general

CINC

Commander in Chief

CMTC

Combat Maneuver Training Center

CoC

council of colonels

CONUS

continental United States

CPX

command post exercise

CSA

Chief of Staff, United States Army

CSS

combat service support

CTC

combat training center

DA

Department of the Army

DARNG

Director, Army National Guard

DOD

Department of Defense

EUSA

Eighth United States Army

FMF

foreign military financing

FMS

foreign military sales

FORSCOM

United States Army Forces Command

HQDA

Headquarters, Department of the Army

ID

infantry division

MACOM

major Army command

MTOE

modification table of organization and equipment

NGB

National Guard Bureau

O&M

operations and maintenance

OCAR

Office of the Chief, Army Reserve

OPFOR

opposing forces

PM

project manager

POC

point of contact

POM

program objective memorandum

PSYOP

psychological operations

QTB

quarterly training brief

SF

special forces

TDA

tables of distribution and allowances

TF

task force

TRADOC

United States Army Training and Doctrine Command

USAREUR

United States Army, Europe

USASOC

United States Army Special Operations Command

Section II**Terms**

This section contains no entries.

Section III**Special Abbreviations and Terms**

This publication uses the following abbreviations, brevity codes, and acronyms not contained in AR 310–50. These include use for combat training activities.

ARFOR

Army Force

ASCC

Army Service Component Command

BCBST

Battle Command and Battle Staff Training

BLUFOR

blue forces

COE

contemporary operational environment

DS/GS

direct support/general support

DTLOMS

doctrine, training, leader development, organization, and materiel focused on soldiers

eSB

enhanced separate brigade

ITADSS

Instrumentation, Training Aids, Devices, Simulators and Simulations

JRTC

Joint Readiness Training Center

LTP

Leader Training Program

MCTC

maneuver combat training center

METL

mission-essential task list

NTC

National Training Center

O/C

observer/controller

ORD

operational requirements document

PEO/PM

program executive office(r)/program manager

PPBES

planning, programming, budgeting, and execution system

QR

quarterly review

RDTE

research, development, test and evaluation

RSOI

reception, staging, onward movement, and integration

RUE

reciprocal unit exchange

SME

subject matter expert

SOF

special operations forces

STRICOM

Simulation, Training, and Instrumentation Command

TESS

Tactical Engagement Simulation Systems

TLGOSC

Training and Leader Development General Officer Steering Committee

TMA

training mission area

USARPAC

United States Army, Pacific

WWTSC

Worldwide Training and Scheduling Conference 4

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